First Peoples' Heritage Language & Culture Council

Government Service Plan
2002 – 2003

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Mission and Goals

- To provide resources which maintain BC Aboriginal language & culture programs.
- To receive, manage and distribute funds and property of every nature and kind from any source to further its goals.
- To support and advise BC Ministries on every initiative and service related to Aboriginal languages and culture.
- To advise BC Government on the preservation and fostering of BC Aboriginal heritage, language and culture.
- To report its findings to the BC Government.

Organization Overview

The First Peoples' Heritage, Language and Culture Council (FPHLCC) was formed as a Provincial Crown Corporation in 1990 to administer the First Peoples' Heritage, Language and Culture Program, a program established by the government of British Columbia. (www.fpcf.com)

The Council consists of nine representatives elected by tribal councils throughout BC. In addition, the Council maintains three seats for representatives from urban Aboriginal organizations, the business community, and the Provincial Government.

The current FPHLCC strategy is being implemented in two phases, starting in 1990 with the formation of the First Peoples' Heritage Language and Culture Council (FPHLCC). Phase 2 began in 2000 with the formation of the First Peoples' Cultural Foundation (FPCF). The foundation was created in order to raise funds and build awareness for the work of the Council.

FPHLCC/FPCF Primary Business activities/core services

A. Effectively administer the First Peoples' Heritage, Language and Culture Program and Aboriginal Language Initiative, and specifically to ensure results-based and measured success through a streamlined selection and funding process for the language proposals to be initiated and implemented by BC Aboriginal language communities.

2002 Initiatives

A.1 FPHLCC Language Programs

Since 1990, the program has successfully delivered over $14 million in project and capital grants to Aboriginal communities throughout BC. The preservation of Aboriginal languages and cultures is the Council's funding focus. The program has supported over 180 language and culture projects, including 14 capital grants. Each community designs and implements individual projects according to the community's needs and capacity; most community organizations received ongoing support over several years allowing for the continuous expansion of their language programs. FPHLCC is working to encourage the alignment of community language strategies within language families to ensure optimum use of resources and development of best practices and language revitalization models. Beginning 2002 this program as well as each of the following initiatives will be evaluated and reported on as part of the FPHLCC Business Plan using the Results Based Management (RBM) process to establish "best practices" and track record.

A.2 Aboriginal Language Initiative (ALI)

On June 19, 1998, the Minister of Canadian Heritage announced the creation of a four year Aboriginal Languages Initiative (ALI) for the preservation, protection and teaching of Aboriginal languages within Aboriginal communities. The Minister allocated $20 million over a four-year period for three groups of Aboriginal languages: First Nations languages, Inuktitut and Michif. Funding for each of the three language groups is coordinated and administered by different Aboriginal organizations.

Canadian Heritage has indicated that the objectives of the funding are to:
(I) Increase the number and quality of First Nations languages projects in First Nations communities;
(II) Increase the number of communities and individuals involved in First Nations language activities; and
(III) Support the development of long-term strategies for the revitalization and maintenance of First Nations languages.

The Assembly of First Nations (AFN) is administering the funding for First Nations languages. The AFN has contracted agencies in its 10 national regions to deliver the ALI. The First Peoples' Heritage, Language & Culture Council has been contracted by the AFN to administer the program in the BC region. The First Peoples' Heritage, Language & Culture Council has distributed $901,000 over the four year period.

Canadian Heritage has indicated that the ALI or equivalent will continue beyond the original four-year period.

B. Initiate and implement a Province wide language needs assessment and innovative services and web-based applications, in support of language preservation, documentation, teaching and learning.

2002 Initiatives

B.1 Languages Needs Assessment

The purpose of the language needs assessment is to gather and document information on the current status of First Nations/Aboriginal languages and programs in British Columbia. The information gathered will provide important baseline data that will support the initiatives of the (FPHLCC) in working to document, preserve, maintain, revitalize, rebuild, restore and enhance First Nations/Aboriginal languages in British Columbia and help the FPHLCC to measure its performance in the future. Further, this assessment will help to create a compelling case for financially supporting preservation and retention of British Columbia's First Nations/Aboriginal languages. With updated information FPHLCC will further be able to raise awareness among the general public, private business and Federal Government and forge new partnerships for support. Success of the assessment will be measured by number of community responses and quality of information.

B.2 FirstVoices™ Online Aboriginal Languages Resource

Initiate and develop the FirstVoices™ project - the web-based, audio/visual multi-media enabled dictionary, phrase book and prototype applications to ensure the recording of at least 16 Aboriginal languages by fiscal year-end (March 2003) and remaining BC Aboriginal languages by fiscal year-end 2004 and to create web-based applications to aid in the teaching of these languages on and off reserve.

C. Effectively administer the selection and funding of art and cultural programs initiated and implemented by First Nations' artists and communities.

2002 Initiatives

C.1 Aboriginal Arts Development Award (AADA)

The Aboriginal Arts Development Awards Program, which is made possible through a partnership with the BC Arts Council, assists with projects that contribute to arts and cultural development through:

C.1.1 the creative or professional development of emerging First Nations artists, or
C.1.2 the support and transmission of traditional arts skills and knowledge.

C.2 Aboriginal Cultural Stewardship Program

The Aboriginal Cultural Stewardship Initiative provides community-based internship and training opportunities to First Nations individuals who have demonstrated interest and commitment to various areas of cultural resource management. FPHLCC is also exploring new ways such as mentorship and apprenticeship programs to help develop capacity in the cultural sector.

D. Advocate for Aboriginal arts and culture organizations in their pursuit of support and development funding.

2002 Initiatives

D.1 Facilitate access between Aboriginal culture workers and existing support

E. Be the leading voice in communicating to and educating the people of BC, Canada and the World, about the heritage, language and culture of the Aboriginal people of the region through the fundraising arm of the FPHLCC - the First Peoples' Cultural Foundation.

2002 FPCF Initiatives

E.1 House of First Voices Gallery and Visitor Centre

The *House of First Voices* features changing First Nations art exhibits, an Aboriginal heritage exhibit (opening this spring) and a multi-media resource centre. HOFV focuses attention on the importance of language revitalization and raises funds for sustainability and to support the language program.

E.2 FPCF/FPHLCC Web Site

(www.fpcf.ca) informs about the work of the Council and Foundation, provides funding through e-donations and e-commerce and provides resources for language revitalization. The site will evolve into The First Peoples' Global Portal where Aboriginal people and stakeholders will establish a world-class international community network of interests.

E.3 Partnerships and Investor Network.

Growing a network of public support for the work of the FPHLCC/FPCF.

E.4 First Peoples' Communications, Public Relations, Marketing and Promotion.

F. Develop and maintain the sources of external revenue and other assets needed to support the mission of the FPHLCC and FPCF

2002 Initiatives

F.1 Government Resource Development

F.2 Private Sector Resource Development

G. Explore opportunities for earned income to complement and to eventually surpass external revenue and assets support.

2002 Initiatives

G.1 HOFV Visitor Centre Earned Income

G.2 E-commerce Earned Income
Through the FPCF web site and by 2005, through the First Peoples' Global Portal

G.3 FirstVoices™ Services and Applications Earned Income

H. Develop a team of complementary volunteer resources to expand the organization and community capacity to develop and deliver programs in all strategic areas.

2002 Initiatives

H.1 Volunteer program for ongoing needs assessment.

H.2 Train-the-Trainer Programs
Train the trainer programs will enable language owners to develop their own language resources on the web using FirstVoices™ and build the capacity of the Language Community.

I. Develop and maintain the "results-based" strategic and operational plans, organization, tools and resources needed to carry out the mission of the FPHLCC and FPCF.

FPHLCC will develop this knowledge into best practices based training programs, services and applications as a major revenue stream and to build the community capacity to take ownership of their own planning and evaluation and accountability

2002 Initiatives

I.1 Strategic and Operational Planning

I.2 FPHLCC/FPCF Office Management

Enabling Legislation

First Peoples' Heritage Language and Culture Act http://www.qp.gov.bc.ca/statreg/stat/F/96147_01.htm

Mandate

See First Peoples' Heritage Language and Culture Act

Strategic Context

Vision

The FPHLCC is committed to establishing itself as the major source for current and accurate information on the state of Aboriginal languages in British Columbia while continuing to provide program coordination and funding for Aboriginal language and culture preservation and enhancement.

The assurance of Provincial Government annual funding has given the FPHLCC – through its Foundation and its FirstVoices™ project - the opportunity to become a recognized authority on endangered Indigenous language and cultural revitalization, protection, documentation and teaching in BC, Canada and world-wide.

This annual fiscal commitment (C$870,000 per annum rising to C$1 million per annum by 2004 with the doubling of the First Citizens fund) from the Provincial Government is already driving the organization to fundraise and to build up public and private sector partnerships and investors, reaching far beyond Canadian borders. The FPHLCC – through its First Peoples' Cultural Foundation and FirstVoices™ project initiative - has developed a proactive, results-based management plan and a highly motivated team to ensure and to continually monitor and measure its objectives.

The FPHLCC will proactively develop and advocate best practices, services and applications, seeding new Aboriginal language community-based businesses and economic opportunities based on language revitalization. Beginning with its focus on the 32 Aboriginal languages in BC, the FPHLCC will expand over time to include endangered Indigenous Language Communities worldwide as its client-base. As the services and applications evolve in response to the needs expressed around the world – the organization will become self-sustaining.

In this way the FPHLCC will become a model of Aboriginal best practices, of which the people of BC can be proud.

It is estimated that there are 7,200 endangered Indigenous languages around the world facing a quiet extinction which will decimate the unique cultures which nurtured these languages over thousands of years.

This imminent loss represents a human tragedy of incalculable proportions, which robs future generations of financial, social and cultural independence, opportunity, unique human knowledge and diverse humanistic perspectives.

The FPHLCC intends to be the model International Indigenous Language protection agency - drawing attention to the global issue of language loss and advancing initiatives that stem or even reverse the tides of Indigenous Language extinction. The FPHLCC will thereby establish its unique stature and credibility, attracting partners and investors, expanding its services and applications and becoming a self-supporting enabler of Aboriginal as well as non-Aboriginal Language communities worldwide.

Vision of FPHLCC Program Benefits

Benefits to Stakeholders

-
- Aboriginal women and children.
- expression and assets.
-
- reserve.
-
- the rights of women, children and low status men
- everyone
- World, about the heritage, language and culture of the Aboriginal People of the region.
- and its Digital Opportunities.

FPHLCC Values	Description
Transparency	The program procedures and decisions will be open and transparent.
Results-based	Program delivery will be efficient, outcome-focused and accountable.
Partnered	Language and arts programs will be coordinated with other service providers and language groups to maximize benefits.
Integrity	All work will be done with an overriding focus on cultural integrity and honesty.
Inclusive	Differences in race, culture, spirituality, gender, life style are accepted and valued. The language, art and cultural programs will be available throughout BC to all qualified individuals and groups.

FPHLCC Planning Context, Objectives & Strategic Issues

Summary Planning Context

- The number of fluent speakers of Aboriginal languages in British Columbia has been in decline since European contact. This decline has now reached a crisis level with most languages endangered or critically endangered.

- To date no coordinated effort has been made to address this decline.

- The FPHLCC has traditionally been a delivery agent but not a leader in terms of language program direction, co-ordination and monitoring.

- The FPHLCC is committed to establishing its leadership role as a representative and authoritative voice regarding BC Aboriginal languages by ensuring consistent complete data collection, evaluation and assessment and reporting of its programming.

The new strategy of the FPHLCC is built around the following mandated goals as laid down in the FPHLCC act:

Objective 1: To provide resources that maintain BC Aboriginal language & culture programs.
Strategic issue: Finding new streams of revenue coming from public-private sector partnership and investor networks to ensure sustainability.

Objective 2: To receive, manage and distribute funds and property of every nature and kind from any source to further its goals.
Strategic issue: To move away from unfocused funding to performance based funding, self regulation and compliance monitoring ensuring accountability and commitment to the ongoing community driven results based management (RBM) approach and process.

Objective 3: To support and advise BC Ministries on every initiative and service related to Aboriginal languages and culture.
Strategic issue: To ensure that the most complete information on the current state of BC Aboriginal Languages and Language programs through the FPHLCC's ongoing community-driven needs assessment and results based evaluation is available to stakeholders.

Objective 4: To advise BC Government on the preservation and fostering of BC Aboriginal heritage, language and culture.
Strategic issue: To better advise the Government based on "best practices" thereby enabling the Government's ability to accountably and strategically manage its resources.

Objective 5: To report its findings to the BC Government.
Strategic Issue: To ensure that the full value of the FPHLCC's environmental scanning, needs assessment evaluation-based, and other key findings are available to support the Government in improving the focus of its funding. At the same time the FPHLCC is committed to establishing itself as *the major source* for current and accurate information on the state of Aboriginal languages in BC.

Goals, Strategies, Measures and Targets

Goals

The community-responsive, measurable goals lead to delivery of the FPHLCC mission and vision and consequently to the results-based benefits to the Aboriginal communities in BC and worldwide.

Summary of Goals and Performance Measures

Goals of the First Peoples' Heritage, Language & Culture Council (FPHLCC), as an agent of the BC Government	Performance Measures & Targets				
	Programs and Initiatives (see 'full' listing of Primary Business activities/core services section' at pages 1-4)	Measures	Target		
			Year 1 2002-2003	Year 2 2003-2004	Year 3 2004-2005
1.1 To provide resources that maintain BC Aboriginal language & culture programs 1.2 to receive, manage and distribute funds and property of every nature and kind from any source to further its goals 1.3 to support and advise BC Ministries on every initiative and service related to Aboriginal heritage, language and culture 1.4 to advise BC Gov on the preservation and fostering of BC Aboriginal languages and culture 1.5 to report its findings to the BC Gov't	The First Peoples' Cultural Foundation (FPCF) • to raise funds and build awareness in support of the FPHLCC and language program e.g.: • House of First Voices Art Gallery and Visitor Center • FPCF web-site to evolve into the Aboriginal Global Portal • Partnerships and investor networks • Marketing, Fund Raising and promotion	Client-based Results Based Management Process (RBM) Program funding to selected BC Aboriginal Language Communities based on competitive, merit of applications, ongoing RBM. House of First Voices requisite funding based on rigorous needs assessment.	Support to 200 Aboriginal Artists and creators of Aboriginal cultural expression. 1,000 Partners and investors join the Council networks Increase the annual revenue five fold to $7.5M by 2004-2005 with at least 80% coming from earned and investor generated income*: current year: $3.6M - with $2.380 earned*	Support to 200 Aboriginal Artists and creators of Aboriginal cultural expression 1,000 Partners and investors join the Council networks $5.8M with $4.600 earned*	Support to 200 Aboriginal Artists and creators of Aboriginal cultural expression 1,000 Partners and investors join the Council networks $7.5M with $5.9M earned*

Summary of Goals and Performance Measures Continued

The FirstVoices™ Project	Client-based RBM The number of BC Aboriginal Language Communities engaged is a good initial measure of planned outcome. The RBM process elaborates the evaluation cycle. Every expenditure and activity will be reported on based upon Client-based RBM	Based on the Prototyped pilot: Shuswap Language Community (Secwepemctsin) 16 BC Aboriginal Language Communities involvement Initiate the RBM process throughout the Council and its various	The remaining Aboriginal Language Communities of BC involvement	Introduction of services and applications to international Language community clientele- non-Aboriginal inclusive
FPHLCC Language Program	Steady increase in number of funded community programs in response to needs assessment requirements and available funding	Align program with FirstVoices™ initiative and consolidate work to date for 16 Languages	Align program with FirstVoices™ initiative and consolidate work to date for remaining Languages	Support for increased number of projects based upon needs assessment information and summer institutes information leading up to 2004/5

Performance measures

The "Results Based Management" (RBM) practices methodology underpins the FPHLCC Business and Strategic Planning. RBM as the acknowledged standard for International Development and Multilateral Agencies utilizes on-going client input eventually ensuring client community buy-in, understanding of the evaluation and planning processes, self-designed and self-applied measures and success definitions and ultimately puts the tools of community development into the hands of the community itself. Canada continues to be a leader in RBM best practices internationally. These measures are widely used in the FPHLCC project management and community development sectors.

FPHLCC Targets

Every Performance Measure and Target is defined in the RBM process as well as output and outcome

Targeted Success Factors		Description
Support of the FPHLCC and its Foundation and initiatives such as The FirstVoices™ Project, by the BC, Canada and worldwide Aboriginal language communities. (Over 7,200 world-wide)	-	The support, interest and active input of the Aboriginal communities, leaders and language workers from every language community across the Province and world-wide. This is key to establishing the credibility and world-class reputation of the FPHLCC and to building its requisite partnerships and investor networks.
Measurement of results	-	A results based organization garners worldwide respect and trust, leading to its success and ability to self-sustain.
Partnerships and investor networks	-	Multi-sector partnerships enable communities to create new jobs and to develop according to the self-expressed goals of the communities themselves.
Accountable, proactive, innovative FPHLCC/FPCF leadership	-	The FPHLCC/FPCF leadership team and professional staff must represent the voices of the Aboriginal Language Communities they serve and show themselves to hold the public good of their communities in highest regard and respect.

FPHLCC Summary Financial Outlook for the 2002/03-2004/05 Service Plan

	2001/02 (latest forecast)	2002/03 *(budget)*	2003/04 *(forecast)*	2004/05 *(forecast)*
Total Revenue	1,517,000	3,487,000	5,912,000	7,342,000
Major Sources of Revenue				
Provincial Government	870,000	870,000	870,000	1,000,000
Federal Government (ALI)	277,000	277,000	277,000	277,000
BC Arts Council	370,000	120,000	165,000	165,000
FirstVoices™ Partner Grants	-	2,000,000	2,000,000	-
FirstVoices™ Earned Revenue	-	-	2,000,000	5,000,000
FPCF	-	220,000	600,000	900,000
Total Expenses	1,762,000	3,430,000	5,912,000	7,342,000
Major Sources of Expenses				
Language Program Grants	821,000	825,000	1,325,000	2,000,000
Art & Culture Program Grants	237,000	237,000	135,000	250,000
Administration	335,000	368,000	386,000	405,000
FirstVoices™	200,000	2,000,000	3,000,000	4,000,000
FPCF	169,000	-	-	-
Language Grants Endowment	-	-	1,066,000	687,000
Operating Income (Loss)	-	-	2,000,000	5,000,000
Net Income (Loss)	-	-	-	-

Key Assumptions

Commitment to the community - driven Results Based Management (RBM) and consequent establishment of a "Best Practices" data base and track record.

Provincial government will deliver on promise of continued funding for the future.
Federal Government will continue Aboriginal Language Initiative or equivalent.
New Federal Government funding will be found.
New private sector funding will be found.
Earning from the FPHLCC programs will surpass government grants by 2005 and establish the sustainability of these programs.

Prov govt continues to support BC Arts council.

Marked increase in revenue assumes: 1.Successful corporate and/or government funding for FirstVoices™ development at 2m per year 2002/3 and 2003/4 respectively. Project is sustainable by 2004/5 with introductory foreign government and NGO license sales from 4Q onward in 2003/4.

2.Steady increase in revenue via *House of First Voices* art gallery, e-commerce and online donor contributions to FPCF.

Forecast Risks and Sensitivities

Aboriginal communities and FPHLCC fail to commit to the RBM or similar results based process and therefore fail to establish a database of best practices - and fail to create community-driven program management and evaluation.

Failure to build up the public private partnerships and investor networks required to establish sustainability.